

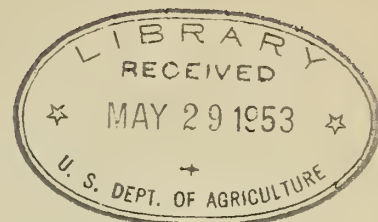
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2 UNITED STATES DEPARTMENT OF AGRICULTURE
Office of Information

3 Annual Report on Management
August 26, 1952



Assertion of more positive leadership by the Office of Information in information work of the Department was one of the two most important management steps in the Office of Information during the fiscal year 1952. The other was making a firm start to solve the long standing problem of obsolete Department bulletins.

Internal Office Management

Specification of Goals. As a step in asserting more firm Department leadership, the Director used staff meetings as a sounding board to promote discussion and thinking of directional goals in the work of the organizational (and media) divisions. Discussions were followed by a request for specifications of short range goals in each division's work and written plans for meeting the specific goals. Examples of these specific divisional goals are: plan new radio handbook for extension agents, increase revisions of mailing lists, plan a program for producing short "how-to-do-it" agricultural films, and accomplish additional revisions of Farmers' Bulletins. Reasonably good progress in achieving the specified goals have been made, although the estimated time schedules were too short in most of the cases.

Staff Conferences. Daily 15 minute exchange of information and questions on current problems by the top office staff each morning were instituted. This supplements the regular office weekly staff meetings and the weekly Departmental information meeting on scheduled subjects of more general importance and interest. This method of improving communication has helped to integrate management more closely in the Office.

Employee Working Relations. There was instituted in 1952 an increase in the number of contacts by top staff with second line supervisors, and in the number of visits to section locations to show interest of top management in employees and their work. Also two "family" meetings of all employees were held to exchange information on work of different units of the whole Office.

Planning for Personnel Turnover. The serious drain on information workers in all fields of agriculture for foreign assignment has intensified the problem of recruiting qualified workers. This applies to the Office directly, and indirectly through the scarcity of qualified workers in Department agencies who are the prime sources for employees in the Office of Information. The problem was attacked directly, (1) by employing 6 agricultural journalism junior students for summer work, and (2) by setting up a civil service examination for junior agricultural assistants in the writer-editor field. These two steps are complementary in that the employed students returning to 5 different journalism schools, it is hoped, will favorably dispose other senior students to take the forthcoming new examination. Two other by-products are expected; improvement in working relations with editors in the land grant colleges, and future prospective employees among the employed students, even if none is employed in the Department immediately after graduation.

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Review of Work Effectiveness. In this area reviews have been made of several office activities, and more coordination achieved. This has improved the quality of output, although some volume increase in output has been effected. Reviews have been made of:

1. Effectiveness in distribution of new bulletins (revision of old bulletins is discussed below).
2. Evaluation of illustration and layout in publications to improve readability and produce more economy in printing.
3. Progress in reporting television research.
4. Effectiveness in revising mailing lists.
5. Procedures in handling motion picture reimbursements.

Departmental Staff Operations

Conferences. A two-day informal workshop discussion of top agency information representatives was held on a week-end in February 1952. Discussions followed a specific agenda on common problems leading toward a base for starting an attack on the problems. Some of the problems were: recruiting new personnel, Department plans for use of television, the information role in the Civil Service program for better understanding of Government employment, and bulletin revision. A second conference planned for May 1952, was postponed because of lack of suitable conference space.

Publications Improvement. The major effort in this field has been pointed toward more conscious planning of illustrations in publications to serve a true functional purpose. This has been done by encouraging agency editors to consult illustrators and printing technicians in advance in order to plan better illustrations, and in using the illustrations, to plan format to absorb illustrations without additional cost and where possible, design the format to cut total cost. This is principally a more positive development on new publications, because bulletin revision remains a separate problem. From the management standpoint, benefits derive from more positive publication planning in agencies. The aim is to introduce improvements in publications by pointing them more directly to the using audience while considering the cost factors. To that extent it saves editorial and processing time in this Office and in agency offices.

Bulletin Revision Program. This long-standing problem was delineated to agency heads in Department about the middle of the 1952 fiscal year. As a department-wide problem it involves planning by all subject matter agencies, except two, to join in a program to revise a substantial number of out-dated bulletins. As a problem of management it touches on current publication plans of the agencies, and requires serious consideration of all their publication plans. It involves also consideration of resources to engage in an effective program of revision.

TO THE
HONORABLE
MEMBERS OF THE
LEGISLATIVE COUNCIL

OF THE
PROVINCE OF ONTARIO

IN
RESPONSE TO A
RESOLUTION PASSED
ON THE 11TH MARCH 1908

1908

Progress to date consists of delineation of the problem, determination by agencies of target dates for revision of individual bulletins and accompanying agency comment on revisions, and tabulation of the target dates in the Office of Information to serve as a check on individual bulletins at the time they are considered for reprinting. The check on target dates and comments is made to evaluate agency progress toward revision, and as a factor in determining whether to reprint and continue the bulletin available for distribution. This revision program will be carried forward very aggressively during the next several years.

New Management Plans

Internal. Re-specification of new goals will be requested from organization divisions in 1953.

Departmental. The following items of management are planned for the fiscal year 1953:

- a. A second informal workshop discussion on policies and goals.
- b. A publications workshop for Department information workers.
- c. Conferences and discussions with agency representatives to accelerate bulletin revisions.

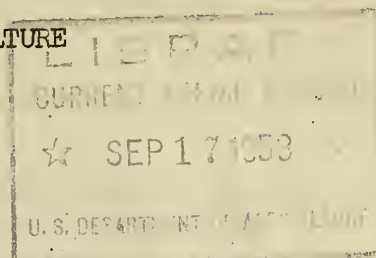
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THE JOURNAL OF THE
ROYAL ANTHROPOLOGICAL INSTITUTE
VOLUME 17, PART 1, 1887
PUBLISHED BY THE INSTITUTE
21, BEDFORD SQUARE, LONDON, W.
PRINTED BY W. B. E. BELL, 10, ST. MARTIN'S LANE, LONDON, W.
1887

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UNITED STATES DEPARTMENT OF AGRICULTURE
Office of Information

Annual Report on Management
September 15, 1953



The major effort of this Office in management in fiscal 1953 was directed toward strengthening its leadership in departmental information operations using less personnel resources but having increased workloads in radio, press activity, and in the bulletin revision program.

Usefulness of Goals as Management Aid. The use of divisional goals instituted in the fiscal year 1952 proved helpful in stimulating all employees to greater individual effort. Their use contributed, for example, to more rapid conversion of exhibit structures from heavy- to lightweight structural types, in producing a new radio handbook for extension agents, in planning for increased revisions in mailing lists, and in integrating motion picture work into television operations.

Internal Communication. It was found that adequate communication could be maintained among top office staff members by reducing the number of morning briefings from four a week to two a week, and relying on a reading file of significant correspondence. The regular weekly staff meetings were continued and broadened slightly by having in attendance supervisors of the unit handling Congressional requests and the unit handling visitors at the public inquiry desk.

Review of Work Office Effectiveness. A number of reviews were made in the fiscal year 1953, both to increase output, and effect economies in operations, in addition to budget review to directly curtail expenditures. These include:

Continued review of effectiveness in distribution of new bulletins.

Review of records maintained to show status of bulletins in current use. This review brought the records up to date and proved useful in setting up better records on bulletins in need of revision.

Continued review of effectiveness in revising mailing lists, resulting in a plan to compile a manual of mailing lists as a tool in use of lists and in revising lists.

Continued review to simplify accounting methods and records, which resulted in adoption of simpler methods in fiscal 1954.

Participation in complete review of all operations of the Office instituted by a survey team of the Department's Office of Budget and Finance.

Departmental Staff Operations

Conferences. Four major conferences were held in the fiscal year 1953. These were: (1) The second weekend informal workshop discussion of top agency information representatives; (2) a three-day Department publications workshop with participation by State extension and experiment station advisors; (3) a combined motion picture and television workshop with participation by Washington and field workers; and (4) a one-day meeting of the Department Agricultural Information Advisory Committee on June 22, 1953.

The informal workshop made a tentative exploration of possibility of relating the size of an agency information unit to the scope and size of an agency's whole program. Discussion scarcely got beyond the exploratory stage when it became apparent that much more intensive groundwork would have to be done to achieve any worthwhile results than would be possible at a two-day meeting.

The publications workshop planned and participated in by many agency publication workers, was a signal success in educating agency workers in agricultural publication problems and in methods of improving and economizing on Department publications. It has proved extremely helpful in accelerating progress in the departmental bulletin revision program. A printed report of the workshop was planned and prepared for publication by October 1953.

The motion picture and television workshop, participated in by agency and extension service visual workers from Washington and field stations, was helpful in training the participants in these visual methods. It is expected to result in some improvement in agricultural information work as a whole.

The June meeting of the Agricultural Information Advisory Committee was exploratory and laid the groundwork for investigation of Department information work by subcommittees mainly along information media lines.

Publications Improvement. This effort by the Office of Information is showing positive results in more careful agency planning, and in economy of pages and format in publications. A reduction of 8% in number of pages of revised bulletins was made in fiscal 1953 on 29 bulletins. This program is also stimulating agency editors to devote more effort toward shortening new publications.

This program will be given continuous stimulation by editors and illustrators, and will be broadened as resources permit to achieve more positive coordination with the publication programs of State extension services and experiment stations. The broad aim of such coordination will be to avoid duplication and achieve the greatest return from publication resources available at both Federal and State agricultural levels. Coordination in this area is expected to become a more important problem as spread of agricultural television broadcasting increases the demand for bulletins.

Bulletin Revision Program. This program was well under way in 1953. A review of agency plans and progress made in January 1953 was partially responsible for stimulating an increase in revisions completed in the second half of the 1953 fiscal year.

Departmental Reviews. Reviews were initiated in the second half of fiscal 1953 on important phases of departmental publications as follows:

Review of mailing list revisions to accelerate revisions in fiscal years 1953 and 1954.

Review of agency practices in publishing and distributing annual reports. This resulted in a directive to curtail length of annual reports, to effect economies by preparing reports in economical printing sizes, and to curtail unnecessary copies.

Review of distribution of processed materials to eliminate duplications in transmission to cooperating agricultural agencies, principally the State extension services and experiment stations. This review will extend well into fiscal 1954.

New Management Plans

Internal. Reexamination of goals will be made in terms of changes in Department objectives; and full cooperation will continue to be made available to the Department's Agricultural Information Advisory Committee. Review and consideration will be given to the survey report of the Office of Budget and Finance, with the objective of effecting improvements in operation.

Departmental. Management plans for the 1954 fiscal year include the following:

- a. One or more informal workshops on policies and goals.
- b. One to three workshops on phases of publications improvement, probably including a visual workshop.
- c. Further reviews and agency conferences to achieve the first annual goal of the three-year bulletin revision program.
- d. Review of need and usefulness of agency processed periodical issuances. This has a target of December 1953 for completion.
- e. Review to effect reduction in volume of processed material issued by all Department agencies. The target date on this review will be determined after preliminary results are obtained from the periodical issuance review.

These more specific plans will be in addition to the day-to-day collaboration with the Administrative Assistant Secretary to assist in improving overall Department management.

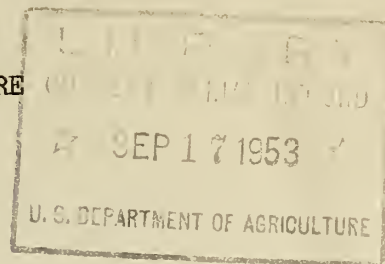
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UNITED STATES DEPARTMENT OF AGRICULTURE
Office of Information



Summary of 1953 Management Report
September 15, 1953

The Office of Information initiated reviews of major phases of publication operations, including annual reports, processed periodicals, distribution of processed materials, and revision of mailing lists. The Office continued efforts to strengthen its leadership in departmental information work, specifically by more direct coordination of effort on current problems such as wheat quotas and consumption of beef, by stimulating agency information workers toward improving and shortening publications, by accelerating revision of old bulletins, and by coordinating preparation of materials for information of the Department's Agricultural Information Advisory Committee.

The Office reports real success through a publications workshop in promoting common understanding among department editors, and State extension and experiment station editors, and laying the groundwork for more improvement in agricultural publications. Initial results in the form of improved relationships with State extension workers are already apparent from a 1953 motion picture and television workshop. This workshop will be helpful in improving the visual phases of all agricultural information and education work. Satisfactory progress is reported also in the Department program to revise out-of-date bulletins.

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THE HISTORY OF THE
CITY OF BOSTON

FROM THE FIRST SETTLEMENT
TO THE PRESENT TIME

The first settlement of the city of Boston was made in 1630, by a company of Puritan settlers, who came from England, and were led by John Winthrop. They founded the city on the site of the present city, and named it Boston, in honor of Boston, Lincolnshire, in England. The city grew rapidly, and by 1692 it had become one of the largest and most important cities in the New England colonies. It was the center of the Puritan movement, and the seat of the Massachusetts Bay Colony. The city was the site of many important events in the history of the United States, including the Boston Tea Party, the Boston Massacre, and the Battle of the Clouds.

The city of Boston was the first to be incorporated as a city, in 1630. It was the first to have a mayor, and the first to have a city council. The city was the first to have a public library, and the first to have a public school. The city was the first to have a public hospital, and the first to have a public prison. The city was the first to have a public park, and the first to have a public museum. The city was the first to have a public library, and the first to have a public school. The city was the first to have a public hospital, and the first to have a public prison. The city was the first to have a public park, and the first to have a public museum.